

Manual of Policies and Procedures

STAFF DEVELOPMENT AND TRAINING



**STATE OF CALIFORNIA
Gray Davis, Governor
HEALTH AND WELFARE AGENCY
Grantland Johnson, Secretary
DEPARTMENT OF SOCIAL SERVICES
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CHAPTER 14-100 GENERAL

14-110	INTENT	14-110
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Training programs are an important management resource for assisting county welfare departments in increasing staff competency, administering programs more effectively, and assuring high quality of public services. These regulations strengthen the relationship between training programs and organizational performance by emphasizing the role of planning in training functions, and the necessity of communication between program managers and training personnel. The overall objective of the county training program should be to assist in the achievement of organizational goals and objectives. Maximum flexibility and authority is granted to county welfare departments in designing and implementing training programs to achieve these results.

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14-120	POLICY STATEMENT	14-120
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- .1 Each county welfare department shall adopt and make available to all classes of its employees a written training program policy statement which shall include but not be limited to the following:
 - .11 A description of departmental training responsibilities by function and level;
 - .12 General rules regarding educational leave;
 - .13 General rules regarding participation in training events sponsored by the following:
 - .131 County welfare departments;
 - .132 Other governmental entities;
 - .133 External educational or training institutions;
 - .134 Professional or other appropriate organizations.
 - .14 A description of the department's participation in the cost of training activities for its staff;
 - .15 Information regarding affirmative action and job opportunity training.

14-130	DEFINITIONS	14-130
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- a. Reserved
- b. Reserved
- c.
 - (1) "Career training" means training useful to the trainee and to the county welfare department in the future but not immediately applicable to the trainee's current or scheduled future job assignment.
 - (2) "Continuing training" means an ongoing program of training planned to enable CWD employees to: (a) reinforce his/her basic knowledge and develop the required skills for the performance of specific functions, and (b) acquire additional knowledge and skill to meet changes due to enactment of new legislation, development of new policies, or shifts in program emphasis.
- d. "Direct service providers" means individuals or provider agency staff involved in the actual delivery of services to recipients, including eligibility determination when such function is specified in the provider contract. Clerical, supervisorial, management and other staff not actually delivering services to clients do not meet the definition of direct service providers.
- e.
 - (1) "Education costs" means the costs of tuition, books, and supplies.
 - (2) "Educational leave" means leave granted to an employee to enable attendance, for a specified period of time, at an educational or training program in lieu of reporting to work when the purpose of such program is improvement of performance and advancement to more responsible positions.
- f.
 - (1) "Full-time training" means training that requires employees to be temporarily relieved of all responsibility for performance of current work to participate in training.
- g. Reserved
- h. Reserved
- i.
 - (1) "Initial/Induction in-service training" means a period of intensive, task-oriented training to prepare new employees to assume job responsibilities.
 - (2) "In-service training" means training developed, coordinated or conducted by the CWD, or by a contracted instructor or training organization, to meet a specific CWD need.

14-130	DEFINITIONS (Continued)	14-130
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- j. (1) "Job-related training" means training directly applicable to the trainee's current job assignment or to an assignment scheduled to occur within the near future.
- k. Reserved
- l. Reserved
- m. Reserved
- n. Reserved
- o. "Out-service training" means training developed, coordinated or conducted outside the CWD to which the CWD authorizes staff attendance.
- p. (1) "Part-time training" means training that allows employees to continue full-time in their jobs or requires only partial reduction of work activities to participate in training.
- (2) "Pre-employment training" means the training of individuals who are not yet employed by the CWD but who are receiving financial assistance (which may include educational costs and/or stipends) for training from the CWD and have made a legally binding commitment to work for the CWD for a period of time at least equal to the period for which financial assistance was provided.
- q. Reserved
- r. Reserved
- s. (1) "Stipend" means money paid to a CWD employee or prospective employee in lieu of salary and fringe benefits to enable the individual to attend full-time training. The stipend is subject to CWD policy and the availability of funds and does not include educational costs.
- t. (1) "Training" means any structured activity which meets all of the following conditions:
- (a) Is the result of a consciously assessed learning need (by line, management, or training personnel).
- (b) Is designed to improve an individual's or organization's performance.
- (c) Is characterized by a set of overt learning objectives.

14-130	DEFINITIONS (Continued)	14-130
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- (d) Is characterized by processes designed to foster adult learning.
- (e) Is controlled, coordinated, or monitored and actively supported by the training personnel.
- (2) "Training personnel" means persons involved part- or full-time in instruction/facilitation, in arranging for and coordinating staff development sessions, or in administration of the staff development function.
- u. Reserved
- v. Reserved
- w. Reserved
- x. Reserved
- y. Reserved
- z. Reserved

CHAPTER 14-200 TRAINING AND REIMBURSEMENT STANDARDS

14-201 FUNDING 14-201

- .1 Federal and/or state financial participation shall be available only for those training costs specified as "allowable" in this chapter.
- .2 The allowable costs for training shall be claimed in the staff development cost pool on the County Administrative Expense Claim and shall not be claimed in any other allocable support cost pool.
- .3 Reimbursement shall be subject to the availability of federal and state funds.

14-205 CONDITIONS FOR REIMBURSEMENT 14-205

- .1 The training costs identified in this chapter are subject to reimbursement as staff development costs provided the following conditions are met.
 - .11 Trainee responsibilities:
 - .111 CWD trainees who are attending out-service training programs for eight or more consecutive work weeks have a legally binding commitment to continue to work in the CWD for a period of time equal to the period for which financial training assistance is granted.
 - .112 Persons in pre-employment training programs have a legally binding commitment to work for the CWD for a period of time equal to the period for which financial training assistance is granted, provided employment is offered within two months after training is completed.
 - .12 CWD responsibilities:
 - .121 The CWD shall offer employment to individuals in pre-employment training upon completion of the training program, unless precluded by merit system requirements, legislative budget cuts, position freezes, or other circumstances beyond the agency's control as determined by the DSS.
 - .122 The CWD shall evaluate all training programs.
 - .123 The CWD shall maintain records of the employment of persons trained or records specifying the reasons for nonemployment.
 - .13 The CWD shall pursue recoupment of funds paid to trainees who fail to fulfill their commitment under this section. Any recoupment shall be treated as a refund and deducted from total training costs.

14-210	ALLOWABLE COSTS OF THE COUNTY WELFARE DEPARTMENT TRAINING UNIT	14-210
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- .1 The following costs connected with the CWD staff development effort shall be eligible for reimbursement.
 - .11 Salaries, benefits, travel and per diem of the training personnel, while they are assigned to a CWD training unit, provided:
 - .111 The employee has responsibility for performing specific training activities on an ongoing basis or for a specified period of time.
 - .112 Those training personnel who are second-line supervisors or higher are assigned full time to the training unit.
 - .113 The CWD develops and conducts its training in accordance with the standards of this division.
 - .12 Training supplies and materials, postage, books, and equipment.
 - .13 Salaries and benefits, travel and per diem for outside experts hired to develop or conduct special training programs.
 - .14 Rental for the training space when the training space is separate and apart from the CWD.
 - .15 Registration fees for institutes, seminars, or workshops related to the job which are sponsored by professional organizations.

14-211	ALLOWABLE COSTS FOR COUNTY WELFARE DEPARTMENT STAFF ATTENDING IN-SERVICE TRAINING	14-211
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- .1 The following costs for CWD staff or volunteers attending in-service training shall be eligible for reimbursement as staff development costs. Active cases may be used for training purposes, however, the responsibility for authorizing public assistance or services shall not be delegated to staff whose salaries are charged to staff development funds.
 - .11 Salaries, fringe benefits, travel and per diem for initial in-service training of at least one week for newly-appointed or reassigned staff;
 - .12 Travel and per diem for CWD training sessions away from the trainee's work site or for institutes, seminars or workshops related to the job which are sponsored by professional organizations.

14-212	ALLOWABLE COSTS FOR COUNTY WELFARE DEPARTMENT STAFF ATTENDING OUT-SERVICE TRAINING	14-212
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- .1 The following costs for CWD staff attending out-service training shall be eligible for reimbursement. Long-term out-service training for Food Stamp Program staff is allowable when specifically authorized by SDSS.
 - .11 Salaries and fringe benefits, stipends, dependency allowance, educational costs, and travel for full-time training of eight or more consecutive work weeks;
 - .12 Salaries and fringe benefits, travel, and educational costs for full-time training of at least four weeks but less than eight consecutive weeks;
 - .13 Travel, per diem, and educational costs for full-time training of less than four consecutive work weeks or part-time training;
 - .14 Stipends, travel, and educational costs for persons preparing for employment with the CWD.

14-213	UNALLOWABLE STAFF DEVELOPMENT COSTS	14-213
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- .1 Costs including but not limited to those listed below, shall not be as a staff development cost, but shall be claimed as a regular county administrative expense.
 - .11 Salaries and benefits of supervisors engaged in day-to-day supervision;
 - .12 Salaries and benefits of CWD staff in continuing training;
 - .13 Salaries and benefits of students hired on a temporary basis, such as summer interns;
 - .14 All costs for attendance by CWD staff at meetings or conferences of professional organizations;
 - .15 Training for foster parents;
 - .16 Training for non-CWD or contracted service provider personnel.

STAFF DEVELOPMENT AND TRAINING TRAINING REIMBURSEMENT STANDARDS		Regulations
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CHAPTER 14-300 DEVELOPMENT OF TRAINING PROGRAMS

14-310 NEEDS ASSESSMENT 14-310

- .1 County welfare departments shall design, and utilize at least annually, processes to assess training needs.

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- .2 The county welfare department shall select needs assessment processes may include but are not limited to the following:
- .21 Direct interview of representative employee samples;
 - .22 Questionnaires to all employees designed to cover major training need areas;
 - .23 Group meetings structured to reveal group or other training needs;
 - .24 Internal studies of persistent department problems;
 - .25 Analyses of required skills and knowledge of job functions compared with analyses of the skill and knowledge of staff currently holding such jobs;
 - .26 Individual or unit employee performance reports;
 - .27 Measurements of program or service delivery effectiveness, such as income maintenance quality control data;
 - .28 Surveys of recipients or community groups.
- .3 Training needs assessments should be conducted to result in statements of training needs which:
- .31 Reflect the perception of more than one organizational level in the county welfare department (Example: Line worker, first line supervisor and staff development office first line supervisor and director).
 - .32 Are related to organizational goals and objectives.
 - .33 Are described in terms of expected impact on the organization, the individual or the programs.

HANDBOOK ENDS HERE

14-320	NEEDS ASSESSMENT	14-320
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- .1 County welfare departments shall have the authority and responsibility for the following functions:
 - .11 Development of in-service or on-the-job training events or aids;
 - .12 Enrollment of staff in out-service training;
 - .13 Establishment of, or participation in, other programs which satisfy identified priority training needs;
 - .14 Utilization of the consultation and training resources of educational institutions as provided in Title IV-A or Title XX training contracts, when appropriate to their training needs.

CHAPTER 14-400 ANNUAL TRAINING PLANS

14-410 STANDARDS 14-410

- .1 By August 1st of each year, each county welfare department shall file with the Department of Social Services a social services and income maintenance program training plan which covers the fiscal year beginning with July 1 of that same year, and which adheres to the definitions, guidelines, policies and directions contained in these regulations.

14-420 CONTENT 14-420

- .1 Training personnel and departmental program managers shall cooperate in preparation of the plan which shall include at least the following information:
 - .11 A statement of training goals and objectives for the next fiscal year which relates to addresses the goals and objectives of the various program components, including those detailed in the Pre-Expenditure Report;
 - .12 A copy of the training policy statement specified in Section 14-120;
 - .13 A copy of the department's organization chart;
 - .14 A budget and staff description which differentiates between full- and part-time training employees and training assignments with regard to the following:
 - .141 Total number of personnel;
 - .142 Total number of personnel assigned income maintenance responsibilities;
 - .143 Total number of personnel assigned social service responsibilities;
 - .144 Amount of salary and fringe benefit expenses assignable to full- and part-time employees and to the training function in total;
 - .145 Itemized budget for all staff development and training costs.

14-420	CONTENT (Continued)	14-420
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- .15 A training needs assessment, including descriptions of the following:
 - .151 Processes used in the annual training needs assessment specified in Section 14-310;
 - .152 Identified training needs and the methods by which the county plans to meet them.
- .16 A description of the next fiscal year's program, including staff training to be offered in accordance with Chapter 14-500.
- .17 A description of procedures used to evaluate training program effectiveness and the results of training evaluations conducted during the previous year.
- .18 A description of plans for utilizing accredited educational institutions as specified in Section 14-320.14. Such plans shall include but not be limited to the following:
 - .181 A description of past contacts with educational institutions;
 - .182 Planned methods of utilization, if any;
 - .183 Reason for decision, if department chooses not to utilize the resources of educational institutions.

14-430	FORMAT AND FORMS	14-430
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- .1 The Department of Social Services shall provide county welfare departments with the training plan format and appropriate plan forms not later than May 1st of each year.

14-510	CONTINUING TRAINING	14-510
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- .1 County welfare departments shall make provision for training activities designed to meet employee needs including but not limited to the following:
 - .11 Preparing for newly assigned job duties;
 - .12 Expanding knowledge and understanding of their jobs' subject field;
 - .13 Providing knowledge and understanding of new and changing ideas;
 - .14 Remaining current on program changes, new programs, and other subject areas related to their duties and responsibilities.

14-520	RECIPIENT FRAUD AND NONDISCRIMINATION	14-520
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- .1 County welfare departments shall provide training to all appropriate staff in the implementation of the recipient fraud and nondiscrimination regulations in Chapters 20-000 and 21-000.

14-530	ELIGIBILITY AND GRANT DETERMINATION	14-530
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- .1 Eligibility and grant determination training shall be provided to each employee, and may be provided to volunteers (see Section 14-640), assigned to these functions within 90 calendar days from the date of employment or significant change in job duties, except that food stamp employees and volunteers shall be trained as specified in Section 63-202.5.

14-530	ELIGIBILITY AND GRANT DETERMINATION (Continued)	14-530
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- .2 The training shall be in accordance with Department of Social Services standards and guidelines and shall include information on the following:
 - .21 Employee's position and function in the department;
 - .22 Interviewing;
 - .23 Referral to services;
 - .24 Caseload management;
 - .25 Documentation techniques;
 - .26 Client rights;
 - .27 Purpose and availability of early and periodic screening, diagnosis, and treatment services under the Child Health and Disability Prevention (CHDP) program.
 - .28 Purpose and availability of family planning services.

14-540	EDUCATIONAL LEAVE	14-540
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- .1 County welfare department's shall, within the limits of available funds and current county policy, provide permanent and probationary employees educational leave.
- .2 A written educational leave policy shall be established which requires the following:
 - .21 Specific review and decision on every leave application;
 - .22 Written response to the applicant;
 - .23 File retention schedule for responses.

CHAPTER 14-600 OPTIONAL TRAINING PROGRAMS

14-610	TRAINING FOR NEW SOCIAL SERVICE WORKERS	14-610
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- .1 Counties' welfare departments are encouraged to provide training, in addition to that required in Chapter 14-500, to employees who are newly hired, transferred or promoted to social services positions.
- .2 Such training should be provided within 90 calendar days from the date of employment or significant change in job duties.
- .3 Content of such training may include, but is not limited to the following:
 - .31 County social service and income maintenance programs and procedures.
 - .32 Social casework process.
 - .33 Interviewing techniques.
 - .34 Case recording and case management.
 - .35 Resource identification and utilization.

HANDBOOK ENDS HERE

14-620	PRE-EMPLOYMENT TRAINING	14-620
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- .1 County welfare departments may establish income maintenance or social services program training for prospective staff to ensure the discharge of future job duties at the Department's standard level of performance.

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14-630	CAREER TRAINING	14-630
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- .1 County welfare departments may offer career training opportunities to their staff.

HANDBOOK ENDS HERE

14-640	TITLE XX PROVIDER AGENCY TRAINING	14-640
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- .1 County welfare departments may provide training to direct services staff of provider agencies, or to individual providers such as foster care parents, to prepare them for providing services or to increase their present service capabilities.

HANDBOOK ENDS HERE

14-650	PROGRAM VOLUNTEERS TRAINING	14-650
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- .1 Social services or income maintenance program volunteers, other than food stamp workers (see 63-202.5), who are attached to and supervised by the county welfare department may be trained by the department in their voluntary assignments.

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CHAPTER 14-700 TRAINING PERSONNEL

14-710 STANDARDS 14-710

County welfare departments shall have adequate numbers of training personnel with suitable qualifications drawn from appropriate disciplines to carry out the required training activities for all levels and classes of personnel.

14-720 RESPONSIBILITY 14-720

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- .1 County welfare departments shall formally designate the individual(s) or unit(s) responsible for agency staff training. Acceptable methods for meeting this requirement may include but are not limited to the following:
 - .11 A departmental training unit consisting of all trainers and a unit chief;
 - .12 Two departmental units, one consisting of all income maintenance trainers, the other of all social service trainers, and each with its own unit chief;
 - .13 A training chief responsible for the assignment of program specialists as part-time trainers in program units;
 - .14 Program managers responsible for supervision of full-time trainers assigned to program units.

HANDBOOK ENDS HERE

- .2 The following information regarding the individual(s) and unit(s) responsible for social service, income maintenance, and agency-wide training shall be made available to the Department of Social Services upon request:
 - .21 Name;
 - .22 Job title, if applicable;
 - .23 Address;
 - .24 Phone number;
 - .25 Organizational chart designating responsibility and lines of supervision.

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CHAPTER 14-800 EVALUATION OF TRAINING PROGRAMS

14-810	CONTENT	14-810
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- .1 County welfare departments shall establish and implement procedures to assess training program effectiveness in the following areas:
 - .11 Extent to which training objectives have been met;
 - .12 Extent to which the training experience is used on the job;
 - .13 Extent to which program goals and agency purposes have been satisfied.

14-820	PROCEDURES	14-820
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- .1 Evaluative procedures shall be selected by the county welfare department, and may include but are not limited to the following:
 - .11 Group meetings with past trainees;
 - .12 Immediate and delayed trainee reaction sheets;
 - .13 Short tests or quizzes;
 - .14 Supervisorial questionnaires and discussions;
 - .15 Examination of agency reports and records including quality control reports, Integrated Review and Improvement Studies (IRIS), and individual and unit performance evaluations.
 - .16 Surveys of recipients or community groups.

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CHAPTER 14-900 TRAINING RECORDS

14-910 GENERAL REQUIREMENTS 14-910

- .1 County welfare departments shall determine and record all training activity information necessary for evaluating the degree to which annual training plan objectives have been met.
- .2 County welfare departments shall maintain job descriptions of both part-time and full-time training positions which clearly establish the nature of the assignments.
- .3 The following general records shall be maintained for three years:
 - .31 Job descriptions;
 - .32 In-service training;
 - .33 Out-service training;
 - .34 Educational leave.
- .4 Financial records shall be maintained for four years.
- .5 County welfare departments shall submit training program information to the Department of Social Services upon request.

14-920	IN-SERVICE TRAINING	14-920
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- .1 County welfare departments shall keep at least the following in-service training records:
 - .11 Name of training event;
 - .12 Length of training event in classroom hours;
 - .13 Number of trainees by job classification or function;
 - .14 Name and class of instructor including but not limited to the following:
 - .141 County welfare department program staff member;
 - .142 County welfare department training staff member;
 - .143 Outside consultant or agency.
 - .15 Employer of trainee including but not limited to the following:
 - .151 County welfare department;
 - .152 Volunteer;
 - .153 Individual provider;
 - .154 Provider agency.

14-930	OUT-SERVICE TRAINING	14-930
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- .1 County welfare departments shall keep at least the following out-service training records;
 - .11 Name of training event;
 - .12 Length of training event in classroom hours;
 - .13 Number of trainees by job classification or function;
 - .14 Costs involved including but not limited to the following:
 - .141 Registration fees;
 - .142 Tuition;
 - .143 Books;
 - .144 Per diem;
 - .145 Travel.

14-940	EDUCATIONAL LEAVE	14-940
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- .1 The following yearly records shall be kept for county welfare department employees receiving a stipend while attending long-term training:
 - .11 Number of employees on leave, by job classification or function;
 - .12 Type of program attended such as MSW or BA;
 - .13 Normal length of each type of program;
 - .14 Employee's progress in program, such as years completed in a multi-year program;
 - .15 Number of employees successfully completing long-term programs and returning to full-time work status during the reporting year.

14-940	EDUCATIONAL LEAVE (Continued)	14-940
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- .2 The following yearly records should be kept for prospective county welfare department employees receiving a stipend while attending long-term training at a university or college:
- .21 Number of participating prospective employees;
 - .22 Type of program attended;
 - .23 Length of each type of training program;
 - .24 Prospective employees' progress in program, such as number of years completed in multi-year program;
 - .25 Number of program graduates becoming full-time employees during the reporting year.